GEORGIA TECHNOLOGY AUTHORITY
STRATEGIC PLAN **2004**

GTA

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Introduction

"We need a plan."

That's a statement heard as often around the kitchen table as in a conference room, sometimes said in thoughtful contemplation, other times in total frustration. Whether getting ready for a summer vacation or completing a complex project, most of us have experienced the importance—or absence—of effective planning.

For GTA, planning isn't an add-on or afterthought. Planning has to be part of the groundwork that helps guarantee our success.

Strategic planning enables us to talk about what's really important to our agency and what we intend to accomplish. It encourages us to have conversations across divisions and units that help us understand dependencies and resource allocation requirements.

The process of strategic planning gives us a chance to look a little farther down the road and commit to a path to achieve our goals. At the same time, we prepare ourselves to accommodate new developments and opportunities.
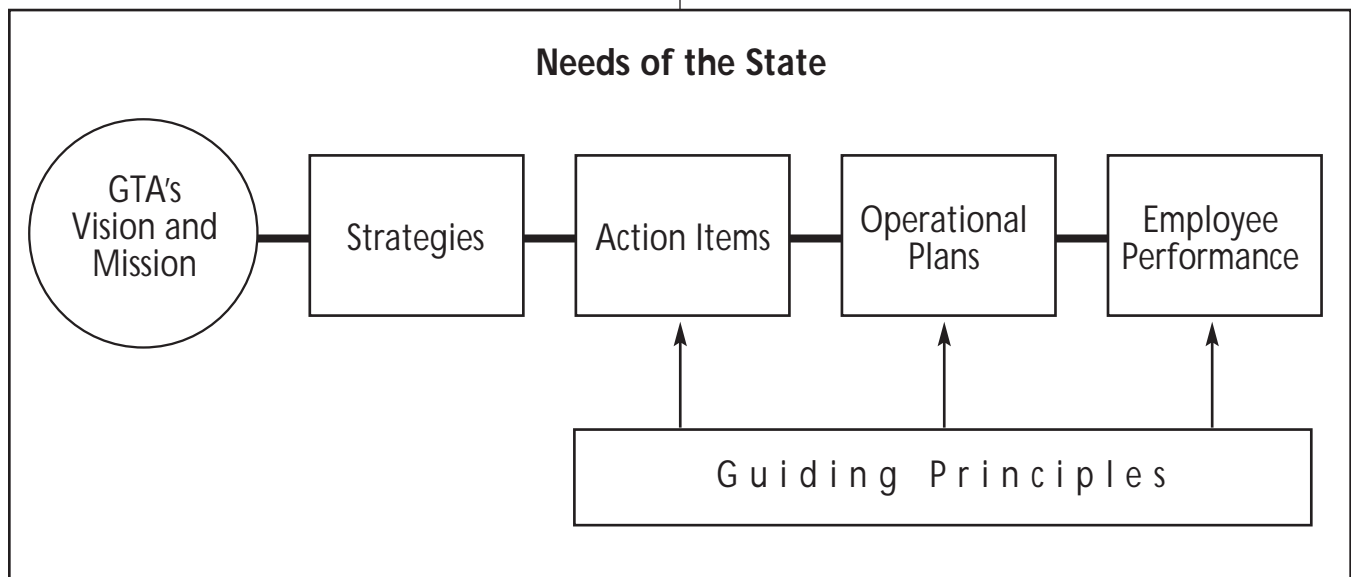
Planning keeps us focused

The Gartner Group estimates that "95% of enterprises lack a well-defined business strategy." GTA aims to be part of the other 5% who use the strategic plan to set direction and keep us focused on priorities.

Our approach to strategic planning is simple. Our objective is not just to develop a plan, but to make planning part of the way we operate.

The process begins with direction from the Governor's office and GTA's executive director about GTA's function in state government and role in achieving the goals of the state. That direction is reflected in our vision and mission statements and guiding principles. In late 2003, Tom Wade, GTA's executive director, developed a list of strategies for GTA, each accompanied by specific action steps. Using a process that includes work groups and interviews, we have made the action steps specific, measurable and the responsibility of one or more operating divisions. Leadership team members and staff participating in the work groups further refined the action steps after reviewing how the steps relate to each other and how available resources can be allocated.

The results of this work will be the baseline for the operational plan of each GTA division and office and influence the way all GTA employees do their jobs.

The illustration below depicts the relationships among all these planning elements.

Needs of the State

GTA's Vision and Mission — Strategies — Action Items — Operational Plans — Employee Performance

Guiding Principles

The Foundation

Our *vision*, *mission* and *guiding principles* set the stage for our strategic direction.

A **vision** can empower an agency to shape its future creatively, rather than simply react to random changes and be driven by traditional constraints.

The vision of GTA is: A more efficient and responsive government through the innovative use of technology.

The **mission** statement concisely defines the organization and clearly conveys its role. Every program and activity in the agency should tie to this mission, and the mission should be consistent with and supportive of the state strategic plan. The mission statement should serve as a template for decision-making within the organization.

The mission of the GTA is: To deliver secure, reliable technology services and solutions, and provide guidance and oversight that lead to sound decisions for Georgia government.

Guiding principles or core values define behavior. They express the culture of an organization and influence decision making for all staff. According to the Franklin Covey Company, guiding principles should include several key characteristics:

- *Shared*—Everyone believes in them.
- *Modeled/Lived*—People inside and outside the organization (team) can observe them.
- *Reputation*—We are known and want to be known for them.
- *Deeply Felt*—If they were missing, we wouldn't work here.
- *Governing*—We make choices and decisions by them, and will live with the results.

The guiding principles of GTA are:

Lead by example. Demonstrate our value through our actions and achievements.

Communicate effectively. Timely and effective communication is essential to everything we do.

Engage. Listen to and respect others.

Reach high. Create an environment that stimulates learning, growth and creativity.

Act with courage to do the right thing. Take appropriate risks and challenge convention in the best interest of the state.

Add value. Always choose the course that adds value.

Be fiscally responsible. Act ethically and responsibly as good stewards of the public trust and public funds.

Act with the end in mind. Look to the future while addressing solutions for today.

Succeed together. We work best when we work together and have the resources and environment to succeed.

Seek diversity. We value a diversity of experience, perspective and background.

Be accountable. Own the solution and take responsibility for our actions.

Earn trust. Do what we say we are going to do.

GTA's Strategies

This plan describes GTA's seven strategies for improving state government IT. In the section that follows, you will find a discussion of each strategy, the potential savings and impact, and action steps GTA plans to complete. Each strategy and the action steps that go along with it reflect GTA's commitment to making government IT better, smarter, faster, more secure, and collaborative.

Here are GTA's seven strategies along with brief examples of action steps:

1. Use IT to facilitate agency collaboration.
Share information and link systems across agencies; develop a framework for enterprise architecture.

2. Protect the state's infrastructure.
Conduct security vulnerability assessments and disaster recovery tests.

3. Improve access to government information and services while ensuring privacy.
Bring more information and services onto the portal.

4. Improve IT decision-making, investments and implementation.
Ensure that large and complex IT projects meet business needs within budget and on time.

5. Increase agencies' productivity by delivering reliable technology services.
Relocate the state data center and implement wide area network using MPLS technology.

6. Support a resourceful and productive workforce.
Develop internal communications and leadership training programs.

7. Improve internal processes.
Produce pricing and cost recovery plan and streamline and better define procurement processes.

What happens next...

What you'll see in this document is a snapshot of GTA's planning effort. Parts of it—particularly the action steps—can and must change over time. GTA has to "live" the plan for it to be useful. Employees will receive updates on the plan and progress on strategies and action steps, as well as information about major activities or events related to the plan.

The real value in strategic planning is not the document it produces; rather, it is the shared understanding about what needs to be done and the shared sense of responsibility for taking the action that planning inspires. Since the strategic plan will be the basis for each division's operational plan, staff will be able to see how they are contributing to GTA's strategies.

Strategies and Action Steps

This section describes GTA's seven strategies and their action steps. These strategic targets are specific and measurable and reflect GTA's commitment to making state government IT better, smarter, faster, more secure and more collaborative.

Strategy 1. Use IT to facilitate agency collaboration.

Discussion:

GTA is using a federated model to define its relationship with state agencies, balancing providing support for agency programs with bringing agencies together to share information and resources. GTA takes the lead on IT issues of statewide importance, such as security, and on enterprise infrastructure, such as the wide area network. We work to build consensus on sharing information, IT integration and enterprise architecture. We are already realizing efficiencies by leveraging IT across agencies through enterprise contracts and shared applications, services and processes.

Cross-boundary information sharing

The need to share information and link various systems has been identified by agency staff at all levels: agency heads, program directors and IT directors. This includes efforts that connect programs within agencies, across agencies, and among local, state and federal governments.

The focus at this time should be across agencies, which is particularly important because of budget concerns and the potential for cost savings. Examples include integrated child welfare information and case management activities among the Department of Human Resources, the courts, the Department of Juvenile Justice, schools and the Medicaid program in the Department of Community Health; or sharing of information in the criminal justice area among state law enforcement agencies, the courts, the Department of Corrections and the Board of Pardons and Paroles.

Enterprise architecture

Following the lead of the federal government, GTA and agencies have agreed on the need for an enterprise architecture for the state. The Governor's Telecommunications and Technology Task Force also supported development of an enterprise architecture, which is both a technology planning process and a blueprint to guide the design and implementation of new projects. This blueprint must provide a flexible, pragmatic architecture which results in integrating separate systems, reducing total spending for IT, and providing a platform for next generation services and systems. Further, there must be a direct connection between the business drivers identified by the agencies and the technology standards that come out of the blueprint. Both non-technical and technical staff must understand this linkage.

Successes in agency collaboration

Several states have built effective programs across agency boundaries. In North Carolina, a central computer network operates around-the-clock, linking local, state, national and international criminal justice agencies with up-to-the-minute information on crimes and criminals. From 10,000 devices throughout the state, network users not only have the ability to transmit and receive any law enforcement related message within seconds, but they also have access to other law enforcement computers throughout North America.

In Michigan, a data warehouse solution meets the challenge of tracking the clients of various health programs administered by different state agencies. The warehouse enables the state to conduct advanced analyses of health services and costs and improve the security of its data.

Opportunities for efficiency

Efficiencies realized through cross–agency collaboration can come in several forms:

Cross-Agency Vehicles	Examples in Georgia
Shared Infrastructure	Wide area network, IBM mainframe
Shared Application Services	Payment engine, Vignette Content Management System
Shared Applications	Licensing & Permitting (to be done), common intake
Shared Business Process	Document imaging, Level 1 Call Centers
Enterprise Contracts	Microsoft EA contract, WSCA, Oracle, Digital Copier Contract

At the *shared infrastructure level,* the wide area network is a good example. Historically, Georgia—along with many other states—has maintained several different networks for different purposes: an SNA network for mainframe access, Frame Relay for general data transport, and a dedicated network for GSAMS (video conferencing and telemedicine). GTA is working to converge all of our disparate networks into a single network to achieve staffing efficiencies and cost efficiencies as well as improvements in quality of service.

Shared application services come in many forms. One example is the payment engine (for processing online credit card transactions) maintained by GTA. The payment engine is used by about 35 different applications for nearly as many agencies to fulfill online credit card transactions.

Shared applications is an area where there is still room for improvement. A number of agencies issue permits or licenses and could share a common application and infrastructure that allows for modifications that meet individual agency needs. Another example is the common intake system for several state and local agencies, which will be piloted in Gwinnett County. Other areas ripe for shared applications include the sharing of information among the Department of Family and Children Services and the court system and the Department of Juvenile Justice. Administrative areas include grant management and document management (for which GTA has developed standards).

The idea of *shared applications* sometimes implies a *shared business process.* For example, a function like licensing may be able to share a common application and still support different business processes. A function like document imaging (scanning paper documents into a computer system) is an area where agencies could benefit from a shared application and a shared business process. As a level 1 call center, the portal contact center represents a very successful shared business process.

At the *contract level,* the efficiencies are in the form of cost savings through volume purchasing. For instance, GTA holds an enterprise contract for Microsoft Office with about 60,000 seats. The pricing any organization could get on its own is not as good as the pricing achieved through consolidation into one contract.

Governance

In order to bring about cross-agency collaboration, it is critical that a governance structure be in place. GTA consults with an agency head advisory committee and CIO council as well as a less formal group of executive operational staff from the agencies.

Digital Academy

To work collaboratively on specific problems, the Digital Academy brings both business owners and technical staff from multiple state agencies together to develop standards and solutions to common business problems. So far, digital academies have been convened around the topics of document management, directory services, and information trust levels.

Potential savings and impact:

1. Eliminates unnecessary spending for multiple platforms and systems.

2. Shares components, like licensing or payment engine, which result in savings from reuse.

3. Provides more efficient and customer-friendly service to citizens and employees.

4. Bases decisions about IT expenditures on the needs of the state rather than the needs of a single agency or program, which will result in greater efficiency and wiser long-term use of IT funds.

Strategy 1 action steps:

1. Develop Version 1 (draft version) of framework for enterprise architecture by December 31, 2004.

2. Provide telecom architecture content to the Technology Office by June 30, 2004.

3. Provide data center architecture content to the Technology Office by June 30, 2004.

4. Work with the CIO Council to identify areas for potential convenience contracts by December 31, 2004. These contracts would allow agencies to choose technology to meet their specific needs and allow GTA to use standards, guidance and education in managing vendor relationships.

5. Summarize the telecom and IRM reference architectures suitable for use in procurement document by July 30, 2004.

6. Complete a successful procurement that employs the telecom and IRM reference architectures by December 31, 2004.

7. Complete an agency implementation of an enterprise imaging project by December 31, 2004.

8. Complete the requirements analysis and documentation of the licensing function by December 31, 2004.

9. Integrate the Department of Human Resources/Gwinnett County shared front end pilot into the portal by June 30, 2005.

10. Make an enterprise e-grant application available by June 30, 2005.

11. Conduct one Digital Academy session by June 30, 2005.

12. Establish framework and solicit participation for interagency advisory committee to provide oversight and set priorities for expanding Georgia's portal, enterprise architecture and disaster recovery/business continuity by June 30, 2004.

Strategy 2. Protect the state's infrastructure.

Discussion:

GTA is committed to making security improvements to the IT infrastructure; ensuring disaster recovery backup to critical systems; and assisting agencies in securing networks and systems through standards, assessments and training. The state must address security of its data, computer platforms and applications and networks (transport of data). We are testing Virtual Private Network technology.

Federal privacy laws and security

Even before the tragedy of 9/11, the federal counterparts of many state agencies were pushing more stringent security and privacy standards. The table below summarizes some of the agencies affected by these federal privacy laws:

Federal Privacy/Security Laws	Georgia State Agencies Affected
HIPAA *(Health Insurance Portability and Accountability Act)*	DHR, DCH, DJJ, GTA, GMS, Audits, AG, DOL, BOR, community service boards
FERPA *(Family Educational Rights and Privacy Act)*	DOE, BOR
Driver's Privacy Protection Act	DMVS, GTA
CJIS 2000 *(Criminal Justice Information System)*	GBI, GTA, local law enforcement
GLB *(Gramm-Leach-Bliley Financial Services Modernization Act)*	DOR, GSFC, GTA, DMVS
IRS Publication 1075 *(Tax Information Security Guidelines)*	DOR, GTA

Analyzing these privacy laws (and their corresponding security requirements) is the focus of the most recent session of the Digital Academy. Twenty-two participants from 11 state agencies have been exploring the best ways to separate data into categories according to the degree of protection required by federal and state laws; restrict access to only those agency staff with a business need for the data; set technical standards; and develop a plan to implement more stringent and consistent security procedures within agencies.

Disaster recovery

A new contract for disaster recovery services represents one way GTA is ensuring the security of the state's computer platforms and applications. The new contract will provide greater coverage of the data center at a reduced cost and enables the state to conduct annual disaster recovery exercises for each of the four managed computing environments. The contract reduces the cost of disaster recovery services to the state—$900,000 per year less than the previous contract.

A SONET (Synchronous Optical Network) ring has been installed to reroute traffic in case of an emergency. All data traffic that is on the statewide area network can be rerouted quickly to the disaster recovery site. The SONET ring also adds redundancy to the wide area network and reduces overall points of failure.

Security assessments

GTA has established a security vulnerability assessment process, which includes procedural reviews and network scans. The assessment process is derived from the Infosec Assessment Methodology (IAM) developed by the National Security Agency. Five of the GTA security staff are certified in NSA-IAM and have been working to adapt it for state use. The process has been recently piloted in GTA. In the next phase of the project, GTA is conducting assessments of agencies with their involvement. Agencies will be able to keep the open source assessment tools to conduct their own assessments. This "teach a person to fish" approach to security assessments represents a change in philosophy for GTA.

Threat Management Center

GTA's Threat Management Center uses a combination of intrusion detection systems and firewalls to detect and mitigate viruses, worms, and malicious attacks on the state network backbone. The intrusion detection systems are like radar for the Internet, identifying suspicious or malicious network traffic. The firewalls can then restrict or block that traffic.

A new type of tool called security event management software integrates the numerous detection sensors to offer a more comprehensive view of the entire state network and gives engineers the ability to quickly determine the origin of potential attacks. Because of alerts disseminated by the center, agencies have been able to repair the vulnerabilities (through patches or upgrades), and no damage has occurred.

Virtual private networks

GTA is deploying virtual private network (VPN) technology to allow secure access to the state network through the Internet without the need for dedicated circuits or a separate network. VPN access with strong authentication that meets stringent federal requirements will enable routine teleworking and allow critical state employees to respond immediately to system problems. It also makes possible instant setup of secure communications for temporary crisis management at remote locations.

Working with the GBI and GEMA, GTA has completed requirements research, analysis and initial design of VPN to provide secure, encrypted communications for GBI and GEMA users statewide. The primary impetus is the need for local law enforcement organizations (sheriff and police departments) to comply with the FBI's CJIS 2000 (Criminal Justice Information System) requirements when they access the GBI's crime computer.

GTA has determined that we could avoid about $350,000 in additional equipment costs by using the GSA Schedule 70 contract (rather than an RFP) to buy equipment that would augment some of the network gear we are already using in the data center. In addition, for VPN, we are leveraging purchases made for security management and disaster recovery.

Interoperable communications

GTA is working with the Office of Homeland Security. We have established standards for two-way radios and are assisting in long-term planning and implementing of interoperable communications for the state.

> **Potential savings and impact:**
>
> 1. Provides protection of data, platforms and networks.
> 2. Contributes to protecting health and safety of citizens.
> 3. Saves money through contracting for defined standard disaster recovery services.
> 4. Provides tools and knowledge for agencies to better protect their systems.

Strategy 2 action steps:

1. Complete security vulnerability assessments for participating agencies by December 31, 2004.

2. Maintain and update the implementation strategy for secure interoperable communications so that the state will be ready to act when funding is available.

3. Conduct three semi-annual data center disaster recovery tests by March 31, 2005. The tests will use disaster recovery plans of identified/prioritized mission-critical state applications.

4. Define standard disaster recovery products and services to be offered to state agencies and local governments by June 30, 2005.

5. Complete VPN pilots for IPSec standard and two-factor authentication by June 30, 2004.

6. Offer IPSec standard and two-factor VPN as a managed service to all state agencies and local governments by June 30, 2005.

7. Ensure that the GTA data center is in compliance with IRS Publication 1075 protecting federal taxpayer data by March 31, 2005.

8. Complete analysis of identity management process by June 30, 2005.

9. Implement an enterprise identity management environment by December 31, 2005.

Strategy 3. Improve access to government information and services while ensuring privacy.

Discussion:

Georgia's portal supports Web-based delivery of services using multiple touch points including phones and computers. The self-service nature of online services gives constituents the freedom to conduct their business with the state at their convenience. The portal features content management, interactive voice response, natural language search and an integration tool. The flexible, open architecture encourages the development of reusable components that can be used across agencies and fosters collaboration and sharing of information among state agencies.

Access and convenience

By bringing all of the functions into one Web presence and providing multiple ways to get the data—search by keyword, agency or type of function—constituents can perform the transactions they need without understanding the organizational structure of state government.

More than 60,000 Georgians have used the portal to renew their driver's license online or by phone, eliminating the need to visit a state office. Parents now use the portal more than 2,000 times each day to check the status of child support payments. This service increases productivity, allowing workers to spend more time collecting child support payments and less time on the telephone. Before the service was launched, more than a third of customer service calls to the child support unit concerned payment information. Within a few months of deploying the online service, calls about payments decreased to less than 5% of calls.

Customer friendly

The georgia.gov contact center provides rapid response to portal users who need help with online transactions. Since the beginning of FY 04, the contact center has answered almost 21,000 calls and more than 3,500 e-mail messages. From July 2003 through March 2004, 99% of all callers waited less than 20 seconds to talk to a customer service representative, and 100% of all e-mails were answered within 24 business hours.

Application especially for businesses

GTA is developing a sub-portal application specifically for businesses operating in Georgia. In addition to the existing cross-jurisdictional online business registration service, which allows business owners to apply for both their federal employer identification number and their Georgia tax identification number, business owners would find other useful services. GTA aims to work with appropriate agency partners and have the sub-portal operational during 2004. Other states have successfully launched similar programs. The state of Ohio has piloted the Ohio Business Gateway, designed to allow small- and medium-sized businesses to report workers' compensation, unemployment insurance, sales tax and withholding taxes through a single Web site. Ohio plans to expand the site for use by larger companies and is exploring offering the service to local governments as well.

Shared services for efficiency

GTA is also providing shared services for the portal (as discussed in Strategy 1) to enable application developers in the agencies to be more efficient. We currently have a payment engine and search and content management tools implemented, with an application for creating online surveys underway. The portal also can be used to share information, integrate programs, and support development of many aspects of enterprise architecture.

Also scheduled to start in the coming year is an authentication service, which identifies an individual user. It also will address authorization, which grants access to appropriate individuals.

Potential savings and impact:

1. The portal provides efficient and customer-friendly service to constituents.

2. Online services reduce costs and free staff for assignment to other tasks.

3. Expanded use of Georgia's enterprise payment engine will result in lower rates for electronic payments. Reuse opportunities will greatly reduce application development time and cost for agencies.

4. Identity management services will also reduce application development time and cost.

Strategy 3 action steps:

1. Share information with agencies about the benefits and processes of using the portal and provide definitive cost information for adding applications to georgia.gov by December 31, 2004.

2. Place all of Department of Human Resource's Web content and selected new services on the portal by June 30, 2005.

3. Work with agencies to bring 32 projects (information, services and enterprise components) on the portal by December 31, 2004.

4. Establish an initial Web presence for 371 Georgia municipalities that are not already on the portal by June 30, 2004.

5. Establish a written understanding with the Association of County Commissioners of Georgia (ACCG) by December 31, 2004. The understanding would cover use of portal components and infrastructure.

6. Launch a fully-functioning business sub-portal for Georgia by June 30, 2005.

7. Document payment processing services and appropriate service delivery structures by September 30, 2004.

8. Execute agreement with Georgia's major metro governments (Atlanta, Augusta, Albany, Columbus, Savannah, Macon) to use the georgia.gov payment processing engine by June 30, 2005.

9. Modify georgia.gov quarterly based on feedback from constituent satisfaction surveys.

10. Create and document requirements for portal authentication (of secure sites) and execute a pilot payment processing administration tool by September 30, 2004.

Strategy 4. Improve IT decision-making, investments and implementation.

Discussion:

The move to program-based budgeting means that program needs and plans drive the budget. Similarly, a key tenet for GTA is that the business needs will drive the technology. We will work closely with the Office of Planning and Budget to monitor IT expenditures and assess the effectiveness of those expenditures. In addition, we are looking for potential savings from alternative software and operating systems.

GTA has responsibility for strategic planning, expenditure reports, procurement oversight and project management. Additionally, our authority to raise revenue through the sale of data allows us to provide for investments in critical projects.

Essentials for IT success

Sound decision-making for IT follows a continuum. Strategic planning articulates the direction. Enterprise architecture is the framework for providing the technology to meet agencies' business needs. Portfolio management aids in setting priorities and monitoring progress in relation to strategic direction, resources, risk and impact. GTA is piloting a standard project management tool that supports portfolio management. The IT budget identifies the resource needs and reflects the priorities. The procurement process allows for efficiently purchasing products and services consistent with statewide standards.

Keeping projects on track

Three-quarters of all projects fail because of a lack of effective management. Project management is needed to ensure that a project is completed within schedule, budget and scope. GTA's certified project management professionals help teams, divisions and agencies through all phases of IT project development and implementation. GTA also offers training and education to help agencies learn to manage their own projects effectively.

Critical project reviews

Critical project reviews enhance the success of selected critical technology projects in state government. Through the reviews, a panel of senior executives in the Governor's office stays informed of project status, progress and any issues affecting the project. Panel members include the Governor's chief operations officer, chief financial officer, OPB director and GTA director. GTA works with agencies to assess projects and prepare for reviews. The panel is providing oversight to several projects: the Department of Human Resource Safe Futures (child welfare system) project and bioterrorism program, the Department of Education Student Information System, the Department of Community Health MultiHealthNet, and the PeopleSoft upgrade.

Flexibility in procurement

Our revised technology review policy delegates authority to each agency for approving technology initiatives that cost less than $50,000, and we are exploring the possibility of increasing the threshold. All procurements have to meet GTA standards and will be subject to audits by GTA. We are making the procurement process more responsive to market conditions and to the desire for cost savings and enhanced competition.

Open source software

The state uses open source software in a number of areas. The immunization tracking system the Department of Human Resources is launching this year is also built on Apache Web servers and Tomcat application servers. Apache servers also are used for the portal.

GTA also plans to explore possibilities for reducing the cost of managing the Microsoft Windows-based personal computers that most state workers use. As mentioned in the discussion of Strategy 1, GTA currently holds an enterprise contract for about 60,000 Microsoft Office licenses, which expires in November of 2005. Over the last few years, several low cost (or even free) Office replacements have emerged, such as Star Office and Open Office. The Achilles heel of these products has been their lack of interoperability with documents produced by Microsoft Office. Over the last year, interoperability has improved dramatically.

A proposed pilot project would examine three strategies: replacing Microsoft Office with a competing product for *some* desktops; replacing Microsoft Office with a competing product *and* replacing the Windows operating system with a Linux operating system for *some* desktops; and serving a Microsoft Office replacement and a Windows replacement (like Linux) over a network connection using "thin client" appliances.

Potential savings and impact:

1. Projects will be completed successfully, on time, and without unnecessary costs.

2. Procurement policies and guidelines that facilitate choice and greater competition will reduce costs.

3. Standards will reduce costs by establishing technical consistency.

Strategy 4 action steps:

1. Define and implement a tiered approach to project review by December 31, 2004.

2. Implement the new business model for project assurance by December 31, 2004.

3. Implement the enterprise project dashboard for all projects over $1 million by December 31, 2004.

4. Establish the GTA Project Management Knowledge Center by June 30, 2005.

5. Complete statewide IT plan by October 31, 2004.

6. Complete Phase I for the budget system for OPB by December 31, 2004.

7. Complete and implement the state budget system by June 30, 2005.

8. Raise the project management maturity of the enterprise from Level 0 to Level 1 by providing education and assisting agencies in applying project management discipline to their projects by June 30, 2005.

9. Ensure that the state's technology dollars are applied to the right projects by implementing enterprise portfolio management by December 31, 2005.

10. Complete two pilot projects using alternatives to Microsoft Office/Microsoft Windows by January 31, 2005. One of the pilots will use open source software.

11. Implement a methodology for capacity planning in the data center by December 31, 2004.

Strategy 5. Increase agencies' productivity by delivering reliable technology services.

Discussion:

Several key decisions will affect the support and services GTA delivers to agencies. Chief among these is how to address the dilapidated and insecure building that currently houses GTA data center operations. As we explore options, we are also identifying ways to increase the efficiency and reliability of the existing operation. Our new wide area network based on Multi-Protocol Label Switching technology (MPLS) will enhance the flexibility, speed and reliability of the state's infrastructure. We are also analyzing the benefits and risks of Voice over IP and wireless LANs.

Data center options

The GTA Board of Directors has taken an active role in identifying and resolving risks and vulnerabilities related to the data center. GTA is committed to investigating all potential avenues for securing a modern data center. These options include purchasing, building or leasing a data center, or outsourcing our data center operations (an outsourcer typically will use its own data center for operations).

We have engaged a consultant to look at these options and specifically determine if outsourcing is viable. There are several intermediate options such as outsourcing part of the operation or making improvements in the near future and looking at outsourcing in the more distant future. The study is to be complete by the end of November.

Greater capacity, efficiency in the data center

GTA is exploring the possibility of cost savings through consolidation and increased efficiency in the data center. We are building extra capacity and a core competency around managing Windows applications. In 2004, GTA has put 40 CPUs worth of Windows server capacity into the production environment (Advanced Windows Environment or AWE). Four applications will move into this environment in the next few months: GTA's enterprise project management tool, DHR's child support application, DHR's Web-based learning management system, and DHR's new Vital Records system. We expect many more applications to come online in the AWE in calendar year 2004 and are looking for other efficiencies in the management of servers and LANs.

Telecommunications

The state's telecom infrastructure also requires attention. The Governor's telecom task force report pointed out and GTA has addressed the need to enhance network reliability and offer more flexibility in our procurement process. GTA has worked to establish a more collaborative relationship with state agencies, engaging them regularly to ensure that their business priorities and customer needs are supported by IT.

MPLS for wide area network

GTA is in the process of procuring a new managed wide area network as an alternative to the state's current wide area network, which is based on Frame Relay technology. The new network will utilize Multi-Protocol Label Switching (MPLS) technology. MPLS offers flexibility in connecting networks of varying data transmission sizes and speeds and enables network operators to divert and route traffic around link failures and bottlenecks. MPLS will increase network speed and reliability but cost no more than existing Frame Relay technology to operate.

Further, MPLS allows us to assign different classes of service to network traffic on a case-by-case basis. In our MPLS network, the applications with a higher quality of service, like video conferencing, will get to ride in the network equivalent of an HOV lane. The technology will also give the state's network the flexibility to support teleworking by enabling remote connection to different networks at the same time.

Before committing to the procurement, GTA undertook trials by moving parts of our wide area network supporting specific agencies over to an MPLS-based managed network. Three MPLS trials were conducted: BellSouth with the Department of Revenue; AT&T with the Department of Technical and Adult Education; and Schlumberger with the Department of Labor.

Single network for data, video and voice

A consistent theme in both the public and private sectors is "converged" networks—to collapse the number of special purpose networks to a single network. GTA will begin to move the current video network (Georgia Statewide Academic and Medical System, or GSAMS) onto the MPLS network soon after it is installed. This should lower the cost for both the agencies that require video transport along with data and for those that have video requirements only. Once data and video are running smoothly on the MPLS network, GTA will begin exploring where efficiencies can be gained by moving the voice traffic onto the network using Voice over IP (VoIP). VoIP could reduce the cost of voice services for the state. The RFP for the MPLS network notes that the state intends to use the network as transport for all three types of traffic (data, video and voice).

Wireless

GTA has established security standards for wireless local area networks (LANs), and we are exploring these and other types of wireless communication. We are looking to conduct testing on a limited basis. We also have standards for two-way radio communication for law enforcement and are working on non-law enforcement standards.

Potential for savings and impact:

1. Long-term financial savings from shared infrastructure, improved network management and more efficient use of staff and equipment.

2. A broader range of technology options for customers to better meet their business needs.

3. More reliable and secure computing and network services.

Strategy 5 action steps:

1. Relocate the state data center within 12 months of an executed contract.

2. Build statewide wide area network (WAN) using MPLS by December 31, 2005, with plans for convergence in the future.

3. Implement a data center benchmarking program by June 30, 2005.

4. Upgrade SNA front end controllers to more reliable technology by July 1, 2004.

5. Complete implementation of AWE by December 31, 2004.

6. Successfully upgrade existing PeopleSoft HRMS application to a supported Web-based Human Capital Management (HCM) version by December 31, 2004.

7. Implement a new inventory, provisioning, service delivery and billing system by December 31, 2004.

Strategy 6. Support a resourceful and productive workforce.

Discussion:

Each of the previous strategies demonstrates GTA's commitment to state agencies, local governments and the state as a whole. For GTA to accomplish its goals, we must have efficient and proven processes and employees who know what is expected of them. They must be able to see how they fit into the overall structure and how what they do each day affects the goals and objectives of the organization. In turn, GTA has the responsibility to see that employees have the information they need and the opportunity to sharpen their skills to be successful and productive.

We want to communicate with all staff members so that they understand their role in accomplishing GTA's goals. We are strengthening our recruitment and retention strategies, reward and recognition program and work/life balance programs like teleworking and alternative work schedules. We are also implementing a new GTA salary structure and career development model.

Leadership and Management Development

One of GTA's guiding principles is "Succeed together"—meaning that we are most effective when we work together and have the resources and environment to succeed. GTA is committed to helping staff more fully develop their leadership abilities and management skills to create an environment for growth and success.

We are working with the Georgia Merit System and the Covey Institute to develop a customized training for GTA. It will include instruction on topics such as leadership, conflict management, delegation and employee motivation. The training will also cover GTA's performance management and discipline programs.

Our performance management process serves us well, but we are always looking for ways to improve the process and make it easier for managers. We are exploring Web-based performance management tools to replace the current forms.

A Motivated Workforce

GTA is a diverse and multi-faceted organization, with staff working 24 hours a day to ensure that data processing and telecommunications services meet the highest standards. Every day, GTA employees meet with state agencies and local governments about IT initiatives. To be successful, GTA needs a staff that is motivated and energized to complete tasks with quality and efficiency in mind.

GTA is in the process of refreshing its recognition and award programs to honor employees exhibiting creativity and practicing GTA's principles. We will hold quarterly breakfast or luncheon ceremonies for the CIO to recognize employees for faithful service. GTA also plans to participate in Public Employee Recognition Week and host activities for our employees.

GTA is considering policies that will allow managers some flexibility in hiring salaries. Flexibility is also central to the Governor's Work Away Program, supported by GTA, which promotes teleworking and alternate work schedules for employees.

Communications

A staff that is knowledgeable about vision, mission, guiding principles, goals and objectives is a powerful resource that can make sure that technology is used to its optimum potential to ensure agency goals are met. GTA is exploring ways to enhance internal communications so that all staff understand the overall strategic direction.

Potential savings and impact:

1. A skilled and motivated GTA staff will provide better and more consistent service to our customers.

2. Training and recognition programs will enable the state to retain a technically skilled workforce in the face of increasing competition from the private sector.

3. The telework program will offer employees flexibility in work schedules and locations, freeing them for increased productivity and time with their families. According to the Clean Air Campaign, teleworking just one day a week saves the average metro Atlanta commuter 78 hours each year.

Strategy 6 action steps:

1. Develop and implement an internal communications strategy and program by June 30, 2005.

2. Meet monthly Work Away Program standards of 25% participation.

3. Refresh, simplify and share information about the Employee Recognition/Award programs by December 31, 2004.

4. Complete GTA internal strategic plan and monitoring process by June 30, 2004.

5. Establish a charter for a leadership/management training program by December 31, 2004.

Strategy 7. Improve internal processes.

Discussion:

GTA is visible to other state agencies through its provision of services such as data center, telecommunications, applications development, and project management. However, none of these services would be possible without an established and stable set of internal processes and procedures which are continuously improved. When we discover processes that are not meeting customer needs, we will simplify, update or repair them.

In November 2003, GTA conducted focus groups and CIO/IT director interviews about the services provided from five of our major programs. The discussions covered the state portal, program management, procurement, account management and the technology review process.

Procurement Processes

For procurement, the discussions included working with contracting officers to answer procurement questions and working with the contract administration staff to answer questions regarding enterprise contracts.

As a result of the discussions, GTA is taking steps to improve processes, procurement rules and procedures; expand training and education opportunities for state agencies and GTA staff; improve processes and online access to enterprise contracts; establish a formal vendor evaluation process and tool for agency use and communicate with the vendor community.

For example, GTA will develop and make available (in an automated manner) a resource center to better support agencies in procuring products and services. Agencies will be able to easily reference procurement policies and procedures as they develop RFPs and other procurement documents.

GTA also will conduct ongoing evaluations of processes working with groups such as the New Georgia Commission.

Pricing and Cost Recovery

Agencies depend on GTA for critical services, such as telecommunications and data center services. GTA is not a profit center; our intent is cost recovery. We are placing a priority on establishing an equitable strategy for pricing products and services. A comprehensive model supports good decision-making and epitomizes our guiding principle, "Be fiscally responsible." Having a well-documented model in place will assist agencies in determining the most cost effective means to meet their technology needs.

We must routinely review our pricing and cost recovery strategies for the services we provide. The rate structure should be continually updated to reflect changes in business as well as products and services. A maintained model improves accountability by ensuring that agencies are billed properly for the quality services received. Pricing and cost recovery must also be considered in decisions about providing additional services.

Integrated Planning

GTA is committed to an integrated approach to planning. In early 2003, we embarked upon an effort to more clearly define and improve our business processes. This GTA-wide effort is known as the Business Transformation and Improvement (BTI) Initiative.

A team has been established to create an integrated planning process across all of GTA to help us accomplish our mission. The GTA planning functions include the following:

• strategic planning
• portfolio management (including resource planning)
• project planning
• operations planning
• funds management (financial planning and allocation)
• risk planning and management and results management

Potential savings and impact:

1. GTA will focus on establishing an internal infrastructure that most effectively serves state agencies.

2. Ineffective internal processes will be improved to meet customer needs.

3. Costs to customers for services will be fair.

Strategy 7 action steps:

1. Produce a comprehensive pricing and cost recovery plan for products and services by June 30, 2004.

2. Establish a final governance model for requesting and establishing rates at GTA by December 31, 2004.

3. Implement integrated planning at GTA by June 30, 2005.

4. Create a knowledge management center for procurement by June 30, 2005.

5. Conduct training on enterprise contracts by December 31, 2004.

6. Create a contracting officer's guide for agency procurement staff by June 30, 2004.

7. Create procurement and contract administration handbooks by June 30, 2004.

8. Establish Web-based, integrated acquisition management and information systems by December 31, 2004.

9. Establish a Web-based tool for providing and viewing agency feedback on vendors by June 30, 2005.

Organizational Structure

GTA has a 12-member board of directors and a chief information officer, who also serves as GTA's executive director. The authority has four divisions and eight offices. Brief descriptions of each of the divisions and offices are provided below.

GTA is committed to reassessing its organizational structure to ensure maximum delivery of services to state agencies. Over the last year GTA has examined divisions and offices and made changes to be more responsive.

Divisions

Information Resources: Responsible for operation of the state data center, which provides around-the-clock support for more than 125 state computer systems for 100 agencies. Supports critical systems such as those used for law enforcement, child support payments, eligibility for family assistance and driver's licenses, as well as personnel, payroll, purchasing, invoice payments, billing and revenue collections. Advises agencies on security operations and established production acceptance standards for software applications. Operates a Web site that provides agencies with the current status of systems, along with production schedules and other information.

Telecommunications: Oversees operation of the telecom network serving all state agencies and many local governments throughout Georgia. Services include local and long distance telephone, statewide paging, data transport, video teleconferencing and distance learning. GTA operates the third largest telephone system in Georgia.

Financial: Responsible for management of GTA's operating budget, review of state agency IT budgets, procurement, asset management, accounts payable, accounts receivable, rate setting, billing and management of statewide financial systems. Assists state agencies in acquiring IT goods and services and managing contracts.

GeorgiaNet: Manages the state's Web presence (www.georgia.gov) and is responsible for developing, implementing and maintaining Georgia's government portal, software applications and architecture, and reusable software components. Also provides technical support for the bulk sale of data, a primary source of revenue for GTA, and makes it possible for state and local governments to accept electronic payments over the Web, primarily by credit card.

Offices

Office of Technology: Responsible for establishing enterprise architecture standards and policies, as well as providing state agencies direction on important technology initiatives. Provides leadership to the Digital Academy and the Wireless Schools Project.

Office of Information Security: Responsible for security architecture, policies and compliance; issues information technology security policies; manages security operations for the state's Internet backbone and establishes enterprise security training. The office also performs project and RFP reviews, provides agency consulting, and leads the Information Security Officers (ISO) Working Group, composed of state agency ISOs.

Office of External Affairs and Business Development: Works with local governments, private institutions and professional and trade associations to create strategic alliances to promote the use of technology. Promotes the state's IT initiatives and manages sales and marketing of GTA services to customers outside state government. Offers local governments access to IT products and services at a reduced cost.

Program Management Office: Provides oversight and consultation on technology projects exceeding $1 million. Program management processes and risk mitigation strategies help to prevent project failures and cost overruns.

Office of Account Management: Serves as GTA's primary interface for state agencies. Account managers work collaboratively with agencies to determine their IT needs based on a clear understanding of business functions. Account managers develop viable solutions for agencies using GTA resources and manage resolution of service delivery problems. The systems engineering team provides technical consultation on implementing cost-effective technology solutions that meet GTA technical standards and policies.

GTA's other offices include **Communications, General Counsel** and **Human Resources.**

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